



State of Utah

JON M. HUNTSMAN, JR.
Governor

GARY R. HERBERT
Lieutenant Governor

Administrative Services
D'ARCY DIXON PIGNANELLI
Executive Director

Purchasing and General Services
DOUGLAS RICHINS C.P.M.
Division Director

January 19, 2006

***** ADDENDUM *** ADDENDUM *** ADDENDUM *****

SOLICITATION: JG6035
DUE DATE: February 8, 2006
TIME: 5:00 PM
DESCRIPTION: IT GOVERNANCE PROJECT

ADDENDUM #2

The following are to be added or changed to the specifications for this RFP:

1. The attached document titled Amended Sections and the question and answers document.
2. The following link provides a Microsoft Word version of the RFP specification with the amended sections added per the request of several vendors.

<http://www.purchasing.utah.gov/jg6035/jg6035.doc>

3. With procurement, process questions contact Jared Gardner (801) 538-3342.

*****END OF ADDENDUM*****

To acknowledge receipt of addendum, include a copy of this addendum with RFP submittal or give written acknowledgement with the RFP. It shall be the responsibility of the bidder to appropriately disseminate this information to all concerned prior to the assigned bid time.

Company Name

Signature

Date

JG6035

IT Governance Project

Amended Sections

Based on the questions received from potential vendors, the RFP has been amended for clarification as follows:

1. **Section 4.1.1.9 (bullet point) Technical Approach Statement (Tab 8)** has been amended to:

Section 4.1.1.9 (bullet point) ~~Financial Technical Approach~~ Statement (Tab 8)

2. **Section 4.1.3 Part 1 Technical Proposal . . .** has been amended to include new sections 4.1.3.10 through 4.1.3.13:

4.1.3.10. Project Management and Control (Tab 9)

The project management and control section must include, at a minimum, details of the method to be used in managing and controlling the project activities.

This section must cover:

4.1.3.10.1. Project management and control approach.

4.1.3.10.2. Authority of project manager.

4.1.3.10.3. Project management tools.

4.1.3.10.4. Project status reporting.

4.1.3.10.5. Deliverable sign-off procedures.

4.1.3.10.6. Time control methods.

4.1.3.10.7. Management and integration of subcontractors, if any.

4.1.3.10.8. Assessment of project risks, anticipated problem areas, and approach to managing them.

4.1.3.10.9. Change control process.

4.1.3.10.10. Approach to quality control, timeliness of delivery and task completion.

4.1.3.10.11. Assumptions and constraints.

4.1.3.10.12. Approach to routine problem identification and interface with State including problem resolution.

4.1.3.10.13. Approach for resolving personnel issues.

4.1.3.11. Work Plan and Schedule (Tab 10)

This section must include a preliminary work plan and schedule through full implementation and identifies the offeror's concept of the work activities that must occur, responsibilities of the offeror and deliverables that will be produced. The work plan and scheduling sections must include a detailed narrative plan for each task, including planning, system design and development, acceptance testing, implementation, conversion, and turnover.

The work plan and schedule must include timing and duration for each task and outline the State tasks and allow adequate time for State approval of each deliverable. The work plan and schedule must be organized in terms of the following:

4.1.3.11.1. There are eleven primary tasks in this project:

4.1.3.11.1.1. Establish Project Management Office

4.1.3.11.1.2. Validate and Confirm Requirements

4.1.3.11.1.3. Develop Implementation and Training Plans

4.1.3.11.1.4. Installation

4.1.3.11.1.5. Training

4.1.3.11.1.6. Data Conversion

4.1.3.11.1.7. Configuration Changes

4.1.3.11.1.8. Pilot Implementation

4.1.3.11.1.9. Testing and Validation

4.1.3.11.1.10. Full Implementation

4.1.3.11.1.11. Turnover

4.1.3.11.2. This section of the proposal shall present a detailed narrative of each task and sub-task for each phase, which must include:

4.1.3.11.2.1. Turnover

4.1.3.11.2.2. Any assumptions or constraints in developing and completing the work plan.

4.1.3.11.2.3. Detailed work plans and schedule by phase of the project, including milestones, deliverables, review and approval periods, depicting the following:

4.1.3.11.2.3.1. All tasks/deliverables broken down into sub-tasks, activities, and sub-activities, so as to show a detailed understanding of how/when the work will be completed

4.1.3.11.2.3.2. All tasks/deliverables and sub-tasks described where the task or sub-task name is not sufficient to describe the task or sub-task.

4.1.3.11.2.3.3. All tasks and sub-tasks with estimated amounts of the State's and contractor's staff-days shown separately and totaled for each task.

4.1.3.11.2.3.4. A Gantt chart showing the inter-relationship of sub-tasks and critical path.

4.1.3.11.2.3.5. Gantt charts showing estimated start and end dates of all sub-tasks, activities, and sub-activities.

4.1.3.11.2.3.6. A schedule for all deliverables providing adequate review time by the State, revision time if needed, and additional subsequent review time.

4.1.3.12. Technical Architecture (Tab 11)

The Technical Architecture section must cover, at a minimum, the following items:

4.1.3.12.1. Understanding of the State's technical architecture (refer to Attachment N State Technical Architecture).

4.1.3.12.2. Documentation including as a proposal appendix a representative example of each type of documentation that will support the proposed system to illustrate the documents supplied. Entire sections are not required.

4.1.3.12.3. Understanding of the security and confidentiality methods, software, compliance, etc.

4.1.3.12.4. Description and requirements definition of any network or other pertinent elements that would need to be addressed/upgraded to support the recommended architecture and estimated workload.

4.1.3.13. Performance Bond (Tab 12)

The offeror must explicitly state its agreement to a performance bond of one hundred thousand dollars (\$100,000).

3. **Attachment S Example Proposed Implementation Workplan Section 5. Training** has been amended by deleting the words:

to include medical services

to:

The selected contractor is responsible for revising the IT Governance System training material. ~~to include medical services.~~

The purpose of these changes are strictly to provide clarification and missing information.

IT Governance System RFP Questions and Answers

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?	Questions	Answers
1	Would a copy of the RFP be available in Microsoft Word format?	Access and download the IT Governance System RFP in MS Word format at the following URL: http://www.purchasing.utah.gov/JG6035/JG6035.doc
2	Is DTS looking for a project/portfolio management solution only?	The RFP describes what DTS is looking for.
3	Does the RFP team already has a solution in mind?	No
4	Will the vendor need to address all aspects stated in the applications needs of the RFP? Or can a vendor bid on specific software functions?	The vendor needs to address all aspects stated in the applications needs of the RFP and not bid on specific software functions.
5	Does the State have a solution in place today? If so, who is the vendor?	The State does not have a solution in place.
6	Regarding the RFP JG6035 - IT GOVERNANCE SYSTEM, I was wondering if the agency has ever outsourced this service to a vendor?	The agency has not outsourced this service to a vendor.
7	If there exists an incumbent contractor, I would like to know the following information: * Contractor * Award Date * Contract Duration * Awarded Amount?	There is not an incumbent contractor.
8	Also, what is the funded amount for this project?	This information is not being released at this time.
9	1) The RFP outlines significant project management requirements. Is the intention that the new solution will provide project management functionality additional to MS Projects & Primavera or focus more on Portfolio Management in support of improving the governance of IT?	It is intended that the new solution will provide project management functionality within the vendor software and supply an interface to both MS Project and Primavera. It will also focus on Portfolio Management.
10	2) What is the implementation plan? Is it assumed to be a phased rollout plan? What portion of the project does the State expect to be in place during the Trial period	The implementation plan is referred to on page 157 in "Attachment S Example Proposed Implementation Workplan". We expect the supplier to propose an implementation plan. For additional clarification refer to amendments in Section 4 of the RFP. The rollout plan will be phased. The State expects the entire system to be functional during the Trial Period.
11	3) Does the State work with any preferred implementation partners at this time	No
12	4) Is there a standard definition within the State of an IT project?	There is not currently not a standard definition of a IT project but one may be agreed upon between the State and supplier.
13	1. Is there a Word version of the RFP Available?	Access and download the IT Governance System RFP MS Word format at the following URL: http://www.purchasing.utah.gov/JG6035/JG6035.doc
14	2. Section 1.2.3 says that the State's standard terms and conditions will be included if an award is made. The RFP references a web site for those terms. The URL points to many documents, most of which are certainly not applicable. Exactly which document(s) from this web page is Section 1.2.3 referring to as the terms and conditions?	Refer to page 58 in the RFP to view "Attachment A State Standard Terms and Conditions".
15	3. The technical approach is listed as Tab 8, however, section 4.1.3.9 states that Tab 8 is the Financial Statement. Please clarify.	Tab 8 does refer to the Financial Statement and 4.1.3.9. Is correct.
16	4. Instructions for Tabs 1 to 7 are provided. Tab 8 instructions need clarification. Are there any instructions for Tabs 9 to 12?	Clarifications and instructions will be provided for Tabs 8 to 12. They will be included in RFP amendments for Section 4.
17	1. Please describe the number of Project Managers, Resource Managers, Executives and Team Members that will be accessing the system out of the 1000 total.	Estimates are Project Managers (100), Resource Managers (100), Executives (50). All 1000 DTS staff will use the IT Governance System for time reporting. Another 200 staff from the 26 agencies may be accessing the system from the business side.
18	2. Templates and Processes - are these currently defined and what format are they currently stored (excel, other...). Also we would like a sample of these to prepare the demo, will they be made available?	At this point in time only examples of templates and processes are available. DTS is currently in the process of establishing a PMO that would develop templates and processes for a PPM system. Electronic samples of examples of templates and processes may be provided for a demo.
19	3. Attachments E,F,K & L did not come through on the PDF. Can you make these available?	These attachments will be available by accessing the RFP in MS Word format at: http://www.purchasing.utah.gov/JG6035/JG6035.doc
20	4. Do you have a common response document you would like us to use for section 2?	No. Section 2 clearly states requirements and may be used to help format response document.
21	2.1.3.11. Analysis of best performing project teams and projects based on actual performance data. - please describe the type of analysis you require.	Best performing projects would be identified by such criteria as schedule, budget, customer satisfaction, etc. DTS is looking for a "best practice" to help define this.

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22	2.5.2. Interface to State SAP Payroll System (currently has a front-end called ESS).	Refer to page 123 in the RFP "Attachment O DTS Technical Architecture - Interfaces" for more information about SAP and ESS. ESS is the front end system that State staff currently use for time reporting.
23	2.5.3. Provide an easy to use, timesheet to track time and expenses for resources. - do you currently use a Expense tracking system or are you looking for a new one?	DTS is not using an Expenses tracking system. We need to develop and implement a new one.
24	2.9.2.2. GroupWise API. (is it sufficient to receive e-mail notifications in GW)	It may be sufficient to send and receive GW e-mails but an API would be preferred. GroupWise is MAPI compliant.
25	2.9.9.5. Must be able to send audit and log events to standard external logging mechanisms such as Syslog. - are you requesting this as an automatic feature or just the ability to send the logs.	The ability to send logs.
26	2.9.11.9. Allow "non-licensed users" outside of application to be involved in lifecycle steps. Please describe these "non-licensed" users.	This term was used more as an effort to determine levels of software pricing. For example, would a license be required for staff just viewing data in the system during the lifecycle as opposed to a "power user"?
27	1. In an early project phase, the vendor team will work with the State to document the business rules and business flows. Can we assume the following? If not, provide clarification. A) A small group of DTS employees will work with the vendor team to define the business rules and process flows. B) One process flow will be established for each process. This will form the basis for all departments involved in the pilot implementation. C) The system configuration will reflect this one process flow.	Internal to DTS these assumptions are correct. However, each Agency will require different business rules and business flows.
28	2) We request clarification of the desired phasing or rollout of the IT Governance Software. The dates established in the RFP appear to be in conflict with the sample proposed implementation work plan provided in Attachment S. a) The Initial Software Installation Date is established as April 4, 2006. The Initial Software Implementation Date is established as April 25, 2006. What is the expectation of the State as to what activities will have been completed between April 4 and April 25? b) The Trial Period is defined as 110 days from implementation, to confirm the software meets DTS needs. Is this calendar or business days? i) What does "confirm software meets DTS needs" mean? What is the standard that will be used to make this decision? ii) How many departments are in the trial period? iii) Do you have an established timeline for the roll out to the remaining departments?	a) Activities such as: PP-PPM Gap Analysis PP-Develop Change (Culture) Plan PP-Develop Training Plan PP-Develop Implementation Plan PP-Verify & Validate Plans PP-PPM Initial Installation PP-Load DTS Transition Data PP-GroupWise Interface/Integration b) The 110 days are business days i) To be determined in the gap analysis. ii) 3 Departments iii) This will be developed in conjunction with the vendor after the gap analysis. This may be part of the implementation plan.
29	3) Section 1.1.1.3 addresses the vendor services. Additional detail on the scope of services is requested. A) 1.1.3.1 Implementation - What services would the State like the vendor to include? User Change management? Department by department implementation support? Process rationalization? B) Consulting and SME available as needed for cultural change management. Given no set scope is defined, how would you like us to present the cost for these services? C) Do you want the vendor to support each agency with implementation, or train DTS staff to provide this support after the initial implementation?	A) User Change Management and Process Rationalization would be desired. B) The State would like the supplier to present rates for these services. C) The supplier will train DTS staff who will train additional staff.
30	4) Requirement 2.3.1.1 requests that the vendor provide a repository of templates for deliverable documents for all phases of project management. In addition, other requirements request specific templates.(2.3.3.3, 2.3.3.5, 2.3.3.6, 2.9.8). A) Are you requesting that the vendor provide the templates based on their best practices? B) Is there a requirement for the vendor to customize templates (i.e. development lifecycle tasks to meet State of Utah needs? C) Will there be one set of requirements for each template or will each agency be able to customize? D) Who will provide the input to define the template based on DTS requirements (if this is an objective)?	A) Yes B) Yes. Another objective is for the vendor to train selected DTS staff to customize templates. C) Each Agency may select their own standardized templates from a PPM repository. They will need the ability to add items such as logos and other customized information to the templates. D) This is an objective that DTS in conjunction with the Agencies will supply requirements for the template(s).
31	5) Requirement 2.3.2.6 - Will DTS require that all projects follow a standardized development lifecycle, perhaps based on project type and size? Will the user community be able to change the tasks and/or phases?	DTS will require that all projects follow a standardized development lifecycle. The user community will not be able to change the tasks and/or phases. Some power users, however, may be granted access for change capability.

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Q#	Questions	Answers
32	<p>6) Interfaces are critical for a successful implementation. In order to estimate the effort associated with each interface, we request additional detail on each of the interfaces provided in Attachment O.</p> <p>A) What is the specific file format to be supported?</p> <p>B) What specific data elements need to be stored in the ITG solution?</p> <p>C) In what timeframe do the sending/receiving systems need to be able to process the interface?</p> <p>D) Are there specific performance or security requirements for any of the interfaces?</p> <p>E) What is the volume of each interface?</p> <p>F) What is the frequency of the interface?</p> <p>G) For the Agency portfolio and project management applications interface, how many applications will the ITG software be required to interface with?</p>	<p>A) Specific file formats will be provided at a later date.</p> <p>B) Specific data elements will be provided at a later date.</p> <p>C) Some transactions will be real time while others will be batch. Refer to Attachment O</p> <p>D) There will be specific performance and security requirements particularly since all DTS staff will be using this system for time reporting and charge back and billing. The specific requirements will be provided at a later date.</p> <p>E) The number of estimated transactions will be estimated at a later date.</p> <p>F) The frequency of transaction will be estimated at a later date.</p> <p>G) Refer to page 36 in RFP "Interface Requirements" to determine number of required interfaces.</p>
33	<p>7) Requirement 3.1.10 requests that the vendor describe how data within the existing and legacy systems will be migrated and incorporated within the proposed solution. In Attachment S, the example of an implementation plan, there is some additional information on data conversion.</p> <p>A) Does Section 6 of attachment S provide the requirements for data conversion?</p> <p>B) What specific information can be migrated from existing systems?</p> <p>C) For each data source, please provide the platform, the record volume, and specific data type to be migrated.</p>	<p>The State wants to determine what is possible regarding migrating and incorporating different pockets of data into the PPM system.</p>
34	<p>8) Section 3.3 requests information on installation and customer service.</p> <p>A) Will the State have the technical infrastructure in place for software installation on the targeted installation date?</p> <p>B) Requirement 3.3.1 Are you requesting that the vendor provide the timeframe for installation of the base product or configuration of the products once workflows have been defined?</p>	<p>A) The State will have the technical infrastructure in place for software installation. The supplier will provide recommended hardware, operating system, and data base specifications.</p> <p>B) The State is requesting that the vendor provide the timeframe for installation of the base product.</p>
35	<p>9) In Section 4.1.1.9, the organization of the proposal is defined. It references a performance bond behind Tab 12. There is no mention of a requirement for a performance bond in any other sections of the RFP. Please confirm our understanding that a performance is not required.</p>	<p>There will be a performance bond required in the amount of \$100,000.</p>
36	<p>10) Section 1.2.3 Award, states that the RFP may result in separate contracts for software purchasing and consulting services. Can you explain what this refers to?</p>	<p>Separate contracts may be awarded if one supplier is selected for the software and another supplier is selected to implement the PPM system.</p>
37	<p>11) Attachment S provide a sample Implementation Work Plan. In section 5. Training, there is a reference to "medical services". Can you explain what this refers to?</p>	<p>This reference may be struck.</p>
38	<p>12) Attachment S provide some information on a Pilot Implementation. The scope of the pilot implementation impacts the level of effort for the vendor team. Please provide additional information on the intended scope of the pilot. How many departments will be involved in the pilot implementation?</p>	<p>Following are the major activities of the Pilot:</p> <ul style="list-style-type: none"> PP-Load Pilot Agency Data PP-Agency Pilot (DWS/UDOT) PP-Agency (Customer) Reporting <p>Two agencies will be involved in the Pilot with selected project managers using the PPM system.</p>
39	<p>13) Attachment S, Section 10 provides some information on the full implementation. Is there a preferred timeline to complete the full implementation roll-out?</p>	<p>Not at this time.</p>
40	<p>14) Some of the attachments containing diagrams are not complete or we are unable to read them. Can you please provide a complete attachment E, F, K, and L.</p>	<p>Access and download the IT Governance System RFP MS Word format at the following URL: http://www.purchasing.utah.gov/JG6035/JG6035.doc</p>
41	<p>15) In order to estimate license costs, we need an understanding of the number of system users. Can you provide categorization of the user types and quantity by type?</p>	<p>Estimates are Project Managers (100), Resource Managers (100), Executives (50). All 1000 DTS staff will use the IT Governance System for time reporting. Another 200 staff from the 26 agencies may be accessing the system from the business side.</p>
42	<p>16) Attachment A, Section 15, Warranty - We understand that the warranty would be provided by the software vendor and not the prime integration vendor as addressed in the agreement between the prime integration vendor and the software vendor. Please confirm.</p>	<p>This is correct.</p>

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?#	Questions	Answers
43	17) Attachment A, Section 17, Delivery - Is there a definition for "latent defects?" What does this specifically mean with regards to what we would provide under this contract?	"Latent defects" will need to be further defined between supplier and State of Utah.
44	18) Attachment B, Section 29, Subsection 29.5 - We understand that would be in breach of the contract if we sell or merge our business with a third party without getting prior written consent from the State. We believe this to be overly restrictive. Is this necessary or is the State willing to remove it?	This may be negotiated with the supplier during contract negotiations.
45	19) Attachment B, section 32 - We are requesting removal of this clause.	This may be negotiated with the supplier during contract negotiations.
46	20) Attachment B, Section 33, Subsection 33.2, Section 8(a) - Can you explain what this refers to? Section 8 of Attachment A?	This may be negotiated with the supplier during contract negotiations.
47	How important is it to be ADA Compliant? Is this a critical part of the basic requirements needed to be considered as a finalist?	The system does need to be ADA Compliant and is a critical requirement for being a finalist.
48	Under Attachment N 10. Vendor has the standards in place to provide stable, scalable and responsive software. We do not provide an external back-up and recovery plan. Is this a requirement that would prevent us from being selected as a vendor?	Attachment N regarding external backup and recovery plan are requirements for the the State not the supplier.
49	11. Vendor is designed and built to perform and provide quick response time. We can not ensure response times based on hardware and network designs that are in customer service environments. Is this a requirement that would prevent us from being selected as a vendor?	These are targeted response times not guaranteed. This will not prevent the supplier from being selected.
50	12.1 Vendor has the controls in place to protect our development environment. We do not have a written disaster recovery plan that is used externally. Is this requirement that would prevent us from being selected as a vendor?	No. This will not prevent the supplier from being selected.
51	12.2 Vendor is not ADA compliant. Is this a requirement that would prevent us from being selected as a vendor?	The system does need to be ADA Compliant and is a critical requirement for being a finalist.
52	12.3 Vendor authenticates using LDAP. Does the State of Utah support LDAP?	The State of Utah does support LDAP.